



# ***ARMY VALUES***



**Loyalty:** Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other soldiers.

**Duty:** Fulfill your obligations.

**Respect:** Treat people as they should be treated.

**Selfless Service:** Put the welfare of the nation, the Army, and your subordinates before your own.

**Honor:** Live up to all the Army values.

**Integrity:** Do what's right, legally and morally.

**Personal Courage:** Face fear, danger, or adversity (Physical or Moral).



# ***SELFLESS SERVICE SCENARIO***



A squad leader has a deadlined vehicle that requires immediate repair to fulfill mission requirements. However, he does not receive the repair parts until late in the duty day. He knows that this vehicle must be ready for the next day's operations. He also knows that the unit commander discourages overtime work. Further, his soldiers have worked hard to keep all the vehicles in excellent condition. He decides to install the parts in the morning and give his soldiers the evening off. Further, the squad leader received tickets for his wife and him to attend a concert that evening.



# ***SOURCES OF IMPACT***



**Leader**

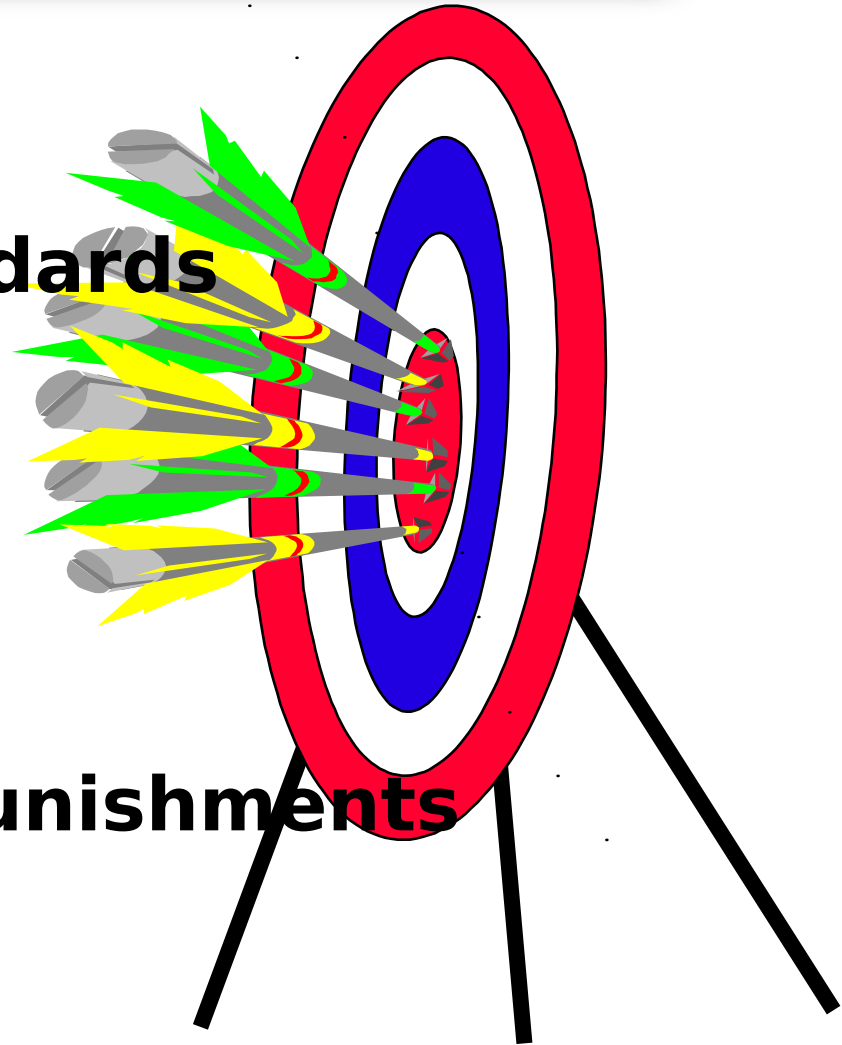
**Expectations & Standards**

**Stress**

**Competition**

**Norms**

**Rewards and Punishments**





# ***CHARACTERISTICS OF A HEALTHY UNIT CLIMATE***



**Rewards ethical behavior.**

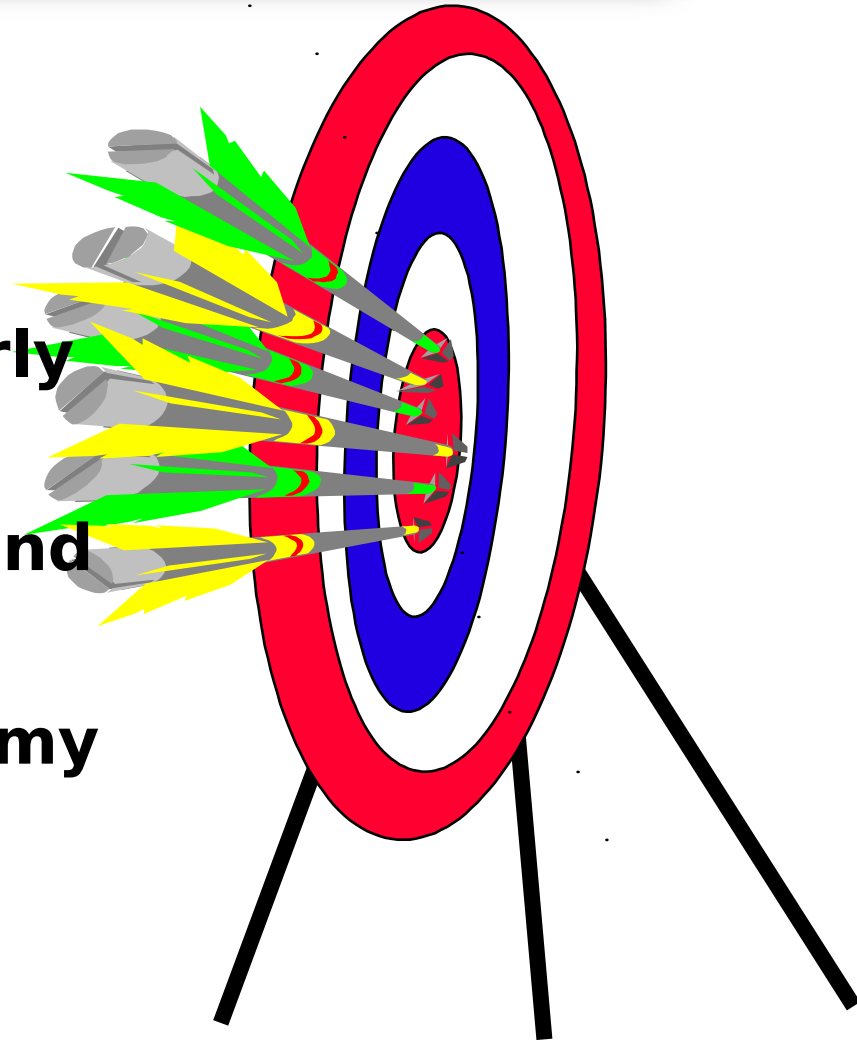
**Gives clear guidelines.**

**Rewards and punishes fairly  
and equitably.**

**Gives clear expectations and  
standards.**

**Ensures norms support Army  
values.**

**Facilitates reasonable  
competition and stress.**





# ***ARMY VALUES***



**Loyalty:** Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other soldiers.

**Duty:** Fulfill your obligations.

**Respect:** Treat people as they should be treated.

**Selfless Service:** Put the welfare of the nation, the Army, and your subordinates before your own.

**Honor:** Live up to all the Army values.

**Integrity:** Do what's right, legally and morally.

**Personal Courage:** Face fear, danger, or adversity (Physical or Moral).